

- > • Lack of creative risk-taking and entrepreneurialism; weak financial and managerial framework and/or poor accountability
 - Tendency of organisation to favour tried and tested programming at the expense of new work or new interpretation.
 - Lack of confidence within the organisation to take creative risks
 - Unwillingness to consider new ways of working and entrepreneurialism
 - Delayed management accounts and/or unexpected discrepancies between the management accounts and the budget
 - Cashflow difficulties including difficulty in paying bills or the need for increased overdraft facility
 - Declining business (audiences, bookings, sales etc)
- Failure to develop the people who work with the organisation – staff, governing bodies and freelancers
 - Poor morale and/or, in the extreme instance, 'industrial' unrest (including a high level of complaints, absenteeism, strike action, tribunals etc.)

- CPD budgets being inadequate or not being taken up
- Staff turnover at an inappropriate level for the size and nature of the organisation (i.e. too large or too small)
- Loss of members of the governing body or other volunteers
- Failure to plan for staff departures
- Lack of robust systems to identify and deal with under-performing individuals

Further information about healthchecks, the Governance Code for not-for-profit organisations and other Governance issues can be found on the NCVO website (www.ncvo-vol.org.uk/governanceandleadership/)

The papers on Good Governance written by Graham Devlin and Nicola Thorold for the Cultural Leadership Programme can be found at: www.culturalleadership.org.uk/knowledgebase/adoptinggoodgovernance/default.aspx

Marc Boothe, director B3 Media, Ekow Eshun, director, ICA and Keith Khan, former director, Rich Mix address the challenge of diversifying the governance of the cultural and creative sectors.



Clore's helping hand

Sue Hoyle, director of the Clore Leadership Programme, on their board awaydays

When the Clore Leadership Programme was looking at ways of building on its fellowship programme in order to strengthen leadership in the cultural sector, the issue of governance seemed one of the most pressing areas of need.

With support from the Cultural Leadership Programme, a series of 12 board awaydays took place between November 2007 and April 2008, at which a Clore team (leader, facilitator, financial and legal experts) worked with the board and senior staff of an organisation, addressing general principles of good governance and discussing issues specific to the organisation.

Demand for places was high, so a second series was offered. Having received nearly 140 applications for only 24 awaydays, it was obvious that there was a real need for board development across a wide range of cultural activity. To help meet this, the Clore Leadership Programme, in partnership with the Cultural Leadership Programme, has now launched a further programme of days, this time aimed at individuals rather than organisations, but again tailored to meet specific needs.

One day will be targeted at new chairs; other days aimed at individual board members (either those new to boards or those in need of refreshment about their role); and a choice of dates where chairs and chief executives are invited to attend in pairs.

All participants are asked to state in advance the areas that they would like to have covered on the day. The intention is to make the sessions as interactive as possible, and to encourage swapping of experiences and concerns as well as describing best practice and the formal requirements of board members. Themes which emerged from the original board awaydays, and which will be developed during the days for individuals, will include:

- The need for the board to understand its strategic role
- Relationships between board and staff
- The role of the board in artistic planning and risk
- Succession planning, particularly in respect of the chair
- Processes for recruitment/induction/retirement/appraisal.

For full details of the Clore Leadership Programme's board development programme and how to apply, visit www.cloreleadership.org

